GREAT LAKES PILOTAGE AUTHORITY

SUMMARY

OF THE CORPORATE PLAN

2014 to 2018

Approved by the Board

October 3rd, 2013

Includes:

Operating Budget – 2014

Capital Budget - 2014

GREAT LAKES PILOTAGE AUTHORITY

SUMMARY OF 2014 to 2018 CORPORATE PLAN

EXECUTIVE SUMMARY

The Authority's corporate objectives are summarized as follows:

- To provide economic, safe, reliable and comprehensive marine pilotage and related services in its region of responsibility.
- To promote the effective utilization of the Authority's facilities, equipment and expertise through the productive application of these resources in such activities and geographic areas as may be appropriate in the interest of safe navigation.
- To provide the above services within a commercially-oriented framework directed toward achieving and maintaining financial self-sufficiency at the least cost to the user.
- To be responsive to the Government's environmental, social and economic policies.

These objectives are established in the *Pilotage Act* 1972 and have been embraced by the Board of Directors as recent as the last Strategic Planning meeting held in June 2013.

The Great Lakes Pilotage Authority continues to operate in an unpredictable economic environment which has made forecasting and budgeting exercises complicated and difficult.

The last recession in 2008 and 2009 had devastating effects on marine traffic in the Great Lakes region as volumes declined by over 40%. The recovery has been slower than anticipated and has been one of the slowest recoveries from a recession in history. Traffic levels in 2013 are closely matching the 2012 level and 2014 assignment volumes are expected to be similar to the last three years.

The Authority responded to the recession in reducing its operating expenses in 2009 by over 15%. Cost reductions were generated by reducing staffing levels as well as reducing administration expenses and other operating expenditures. The Government of Canada's initiative of cost reduction of 2012 (approved in 2012 Budget) could not be met by the Authority as it had previously reduced discretionary expenses and operating expenses in 2009. The Authority continues to review all costs and continues to reduce or eliminate discretionary expenses that do not reduce the safety factors of

providing pilotage services.

The Authority has been able to reduce the 2009 accumulated deficit of $5.5 million in the last four years as it is forecasted to be $1.8 million at the end of 2013 and be completely eliminated by 2015.

Traffic in the Great Lakes continues to mainly consist of imported steel for the American and Canadian steel mills and imports of specialty heavy lift cargo such as windmill parts and equipment for the Albertan oil sand developments. These imports are matched with the exports of Canadian and American grains as well as the recent addition to exports from the Great Lakes of iron ore for China. The elimination of the monopoly of the Canadian Wheat Board in August 2012 and its effects on trade in the Great Lakes are still being reviewed with no definite result at this time.

The 2014-2018 Corporate Plan is being prepared in an economic environment that is very delicate, although recent economic indicators of North America and Europe have shown some positive growth signals. The impact of a growing North American economy on pilotage services in the Great Lakes cannot be accurately estimated but the Authority is confident that traffic assignments will tend to increase during these improved economic conditions. The Authority does not receive Federal Government appropriation, but has adhered to the spirit and intent of the Federal Government's cross cutting measures. The Authority has not traded off lower costs for reduced safety practices in servicing the ships that operate the Great Lakes, given the significant costs and impacts of marine incidents in the Canadian and American districts.

The Authority has published a 2.5% increase to its general tariffs for 2014 in order to meet inflationary cost increases. The Authority has in place a 12% temporary tariff surcharge for 2014 and will maintain a surcharge until the deficit is eradicated.

All four pilot collective agreements have been successfully renewed until 2017 yielding average annual wage increases of 2.5% over the term of the agreement, and therefore, increasing the Authority's forecasting accuracy for wage expenses which represent 70% of its fixed costs going forward.

The Authority's manpower levels are expected to remain stable for the five year planning period, given the forecasted traffic which is expected to remain at present volumes. In the event traffic does increase and additional pilots are required to perform pilotage duties, the Authority has in place eligibility lists with qualified mariners for all of its pilotage areas.

MANDATE

The objectives of the Authority are to establish, operate, maintain and administer a safe and efficient pilotage service within designated Canadian waters. The *Pilotage Act* provides that the pilotage tariffs shall be fair, reasonable and sufficient and, together with any revenue from other sources, shall permit the Authority to operate on a self-sustaining financial basis.

CORPORATE PROFILE

BACKGROUND

The Great Lakes Pilotage Authority, Ltd. was established in February 1972 pursuant to the *Pilotage Act*, incorporated as a limited company in May 1972, and was continued under the *Canada Business Corporations Act*. Until October 1st, 1998, it operated under the name of Great Lakes Pilotage Authority, Ltd. Pursuant to the *Canada Marine Act*, which received Royal Assent on June 11, 1998, the name of the Authority was changed to Great Lakes Pilotage Authority and the Authority is deemed to have been established under subsection 3(1) of the *Pilotage Act*. The Authority is a Crown corporation listed in Schedule III, Part I of the *Financial Administration Act*. On October 1st, 1998, the Authority ceased to be a subsidiary of the St. Lawrence Seaway Authority and has surrendered its charter under the *Canada Business Corporations Act*.

POWERS

To carry out its responsibilities, the Authority has made regulations, approved by Order-in-Council, pursuant to the *Pilotage Act* for:

1. The establishment of compulsory pilotage areas.
2. The prescription of the ships or classes of ships subject to compulsory pilotage.
3. The prescription of the classes of pilot licenses and classes of pilotage certificates that may be issued.
4. The prescription of the tariffs of pilotage charges to be paid to the Authority for pilotage services.

In addition, the Authority is empowered by the *Pilotage Act* to:

1. Employ such officers and employees, including licensed pilots, as required.
2. Contract with a body corporate for the services of licensed pilots.
3. Make by-laws respecting the management of its internal affairs.
4. Purchase, lease or otherwise acquire land, buildings, pilot boats and such other equipment and assets as may be required and to dispose of any such assets acquired.
5. Borrow money for the purpose of defraying the expenses of the Authority.
6. With the approval of the Minister of Finance, invest any money not

immediately required for the purposes of the Authority in bonds or other obligations of or guaranteed by Her Majesty in right of Canada and Provincial Treasury Bonds guaranteed by the Provincial Governments.

DESCRIPTION OF THE OPERATIONS

The Authority operates in the interest of safety, a marine pilotage service in all Canadian waters in the Provinces of Ontario, Manitoba and in Quebec south of the northern entrance to the St. Lambert Lock.

Services are provided through the performance of pilotage assignments to those vessels entering the region which are subject to compulsory pilotage by pilots employed by the Authority, using pilot boats contracted by the Authority and dispatch services, both controlled through Pilotage Headquarters at Cornwall.

The Authority must co-ordinate its efforts and operations with a number of other organizations such as the St. Lawrence Seaway Management Corporation and the United States Seaway Development Corporation, who operate the lock facilities, and maintain traffic control systems within the Region; the Canadian Coast Guard, who provide aids to navigation and the United States Coast Guard, who are responsible for the United States pilotage matters in international waters.

The Great Lakes Pilotage region is divided as follows:

- Cornwall District
- International District No. 1
- Lake Ontario
- International District No. 2 (including the Welland Canal)
- International District No. 3 (including Lakes Huron, Michigan and Superior)
- The Port of Churchill, Manitoba

CORPORATE GOVERNANCE

The Great Lakes Pilotage Authority's approach to Corporate Governance is fully consistent with the philosophy and objectives of the Department of Finance and the Treasury Board's Guidelines for Crown Corporations.

Role of the Chair

On the recommendation of the Minister of Transport, the Chair is appointed by the Governor in Council. The Chair presides at all meetings of the Board of Directors, provides leadership and guidance to the CEO of the Authority and on behalf of the Board, advises the Minister of Transport on all issues involving the Authority and Pilotage in the Great Lakes.

Role of the Board of Directors

Corporate Governance at Great Lakes Pilotage Authority is the responsibility of the Board of Directors. The Board's role is to guide and supervise the affairs of the entity on behalf of the Government of Canada, by whom the Directors are appointed.

Role of the Chief Executive Officer

A Chief Executive Officer is appointed by the members of the Board of Directors pursuant to section 13. (1.1) of the *Pilotage Act*. The remuneration of the CEO is fixed by an Order of the Governor in Council. The CEO has the responsibility to plan, organize, direct and control the business of the Authority and reports to the Chair and the Board of Directors.

Role of the Audit Committee

The Audit Committee is a core committee of the Authority's Board and represents the engine of the Authority as it will improve the quality of the financial reporting, ensure the key risks are identified and managed, enable the directors to contribute their independent judgement, create a climate of discipline and control that will reduce the opportunity for fraud and increase stakeholder confidence in the credibility and objectivity of corporate performance. The Audit Committee is composed of three members of the Board.

The committee has the authority to investigate any activity of the Authority. The committee ensures the financial oversight and the oversight of the corporate books, records, general and management control and information system and management practices.

Role of the Governance and Human Resources Committee

The Authority has created in 2013 a Governance and Human Resources Committee which has the responsibility of dealing with the governance issues of the Authority. The committee is chaired by the Authority's Vice-Chair and is composed of three Board members. The committee was created to support the Board and act as a resource to the Board in dealing with governance and human resources issues.

The mandate of the committee is to review and update the Authority's succession plan, Board member appointments (renewal) and review and update the Authority's By-Laws and Directives.

STRATEGIC ISSUES FOR THE PLANNING PERIOD

The Board members and Senior Management held a two-day strategic planning session in Collingwood, Ontario in June 2013 and established its strategic plan. The Authority has adopted the Enterprise Risk Management (ERM) approach to Strategic Planning and has the following risk profile. The Board reviews the ERM each quarter and follows the development of the risk profiles as well as mitigating actions taken to address each risk. The following risks were identified:

Risk Table

Priority	Risk Title	Risk Rating	Likelihood	Impact
1	Financial Stability	VERY HIGH	VERY HIGH	EXTREME
2	Pilot Succession	VERY HIGH	EXTREME	MEDIUM
3	Management Succession (5 years)	VERY HIGH	VERY HIGH	HIGH
4	Criminal Liability	MEDIUM	LOW	MEDIUM
5	Crew Competency	HIGH	EXTREME	HIGH
6	Environmental Issues	MEDIUM	MEDIUM	MEDIUM
7	Stakeholder Relations/Labour	HIGH	MEDIUM	VERY HIGH
8	Deliver Pilots to Ships	MEDIUM	MEDIUM	HIGH
9	Technology	MEDIUM	MEDIUM	MEDIUM
10	Governance	LOW	MEDIUM	HIGH
11	Pilotage Certificate Implementation	MEDIUM	VERY HIGH	MEDIUM

OPERATING AND CAPITAL BUDGETS

REVENUE, TRAFFIC AND TARIFFS

The Authority works in an environment where the factors above can affect its operation significantly. The factors on their own or in concert with each other cannot be forecasted with any accuracy and leaves the Authority waiting to see the effects once changes in the environmental factors is experienced. The industry and users have indicated that they are willing to fund the elimination of the Authority's accumulated deficit and are ready to accept some delays to achieve this. We have seen that in times when demand increases slightly (1%) delays can increase significantly which becomes very costly to the users.

The Authority forecasted inflation to be at 1.75% for 2013, 2% for 2014 and 2% per year for the rest of the planning period and interest rates to be at the same level as 2013. The impact of interest rates on the Authority's plan is in the form of interest charges on its line of credit which are included in the expense section of the statement of operations and comprehensive income and interest revenue which is included in the revenue section of the statement of operations and comprehensive income.

In 2013, the Authority performed the same exercise as 2008 where it examined its six districts (cost centers) and proposed amendments to its tariff structure in those districts to ensure that all cost centers are financially self-sufficient and cross-subsidization between districts is eliminated. As a result of this exercise performed in 2013, the Authority implemented a 2 year tariff adjustment or an overall tariff increase of 2.5% in 2013 and another 2.5% in 2014 to its general tariff for all of the pilotage charges on its pilotage assignments in all of its six districts. The tariff increases in 2013 are still part of a gradual move to eliminate cross-subsidization between districts.

Tariff adjustments and temporary tariff surcharge over the planning period

	ACTUAL 2011	ACTUAL 2012	ACTUAL 2013	BUDGET 2014
Regular tariff adjustment	3.0%	2.0%	2.5%	2.5%
Temporary tariff surcharge	12.0%	12.0%	12.0%	12.0%
(Decrease in the temporary surcharge from 15% in 2010 to 12% in 2011)				
Net impact	0.0%	2.0%	2.5%	2.5%

Also, the Authority has collective agreements, service contracts and leases that it must honor during the planning period as these are explained in this section.

COLLECTIVE AGREEMENTS, SERVICE CONTRACTS AND LEASE

The Authority has five Collective Agreements, four with Pilot Corporations and one with Public Service Alliance of Canada (P.S.A.C.) which represents the clerical staff and dispatchers employed by the Authority. The four collective agreements with the Pilot Corporations have been renewed up to March 31, 2017. The P.S.A.C. collective agreement has been renewed up to June 30, 2016.

The pilots and the Authority have recently entered into agreement to give up their right to strike and withhold services for a period of five years up to March 31, 2017.

The Authority contracts for pilot boat services at both Port Weller and Port Colborne. These contracts are in place up to the end of the 2014 navigation season. The Authority does not own pilot boats.

The contract for Land Transportation services to transfer pilots between St. Lambert and Beauharnois, Quebec, and Cornwall, Ontario will expire on December 31, 2013. The contract for Land Transportation services to transfer pilots between Cornwall, Ontario and Snell Lock (U.S.), St. Lambert, Quebec and Cape Vincent, New York will expire on December 31, 2014. The contract for the Land Transportation services to transport pilots to points in the area of the Welland Canal will expire on December 31, 2014.

The Authority leases office space for its head office facility. The Authority is under a five (5) year lease, which expires on January 31, 2014. The Authority is presently renegotiating a 10 year lease with its landlord where the annual cost of the lease will decrease effective February 1, 2014 and then increase annually as per the Canadian Consumer Price Index for 2015 and subsequent years. The landlord is the St. Lawrence Seaway Management Corporation.

STATEMENT OF OPERATIONS AND COMPREHENSIVE INCOME

GREAT LAKES PILOTAGE AUTHORITY

CORPORATE PLAN

(000'S)

	ACTUAL 2010	ACTUAL 2011	ACTUAL 2012	FORECAST 2013	BUDGET 2014	BUDGET 2015	BUDGET 2016	BUDGET 2017	BUDGET 2018
REVENUES									
PILOTAGE	$ 17,076	$ 17,097	$ 17,924	$ 17,604	$ 18,037	$ 18,533	$ 19,043	$ 19,424	$ 19,812
TEMPORARY SURCHARGE	2,561	2,051	2,151	2,104	2,164	1,714	1,238	674	495
INVESTMENTS	1	23	8	15	20	25	28	31	35
OTHER	257	257	241	280	235	235	235	235	235
TOTAL	$ 19,895	$ 19,428	$ 20,324	$ 20,003	$ 20,456	$ 20,507	$ 20,544	$ 20,564	$ 20,577
EXPENSES									
PILOT WAGES	$ 7,157	$ 7,932	$ 8,343	$ 8,281	$ 8,143	$ 8,367	$ 8,597	$ 8,769	$ 8,944
PILOT OVERTIME	2,065	1,506	1,576	1,500	1,568	1,611	1,656	1,689	1,722
PILOT PRODUCTIVITY	1,301	1,749	1,780	1,691	1,753	1,750	1,798	1,834	1,871
PILOT FRINGE BENEFITS	1,883	1,831	1,876	1,876	1,900	1,900	1,900	1,900	1,900
OPERATION SALARIES	785	858	879	865	871	895	920	938	957
OPERATION FRINGE BENEFITS	205	215	221	221	221	221	221	221	221
TRAVEL EXPENSES	1,088	1,287	1,357	1,325	1,358	1,396	1,433	1,462	1,491
PILOT BOAT	815	951	815	800	816	832	849	866	883
LAND TRANSPORTATION	457	465	460	460	469	478	488	498	508
PILOT LAPTOP & NAVIGATION SOFTWARE	105	111	-	-	-	-	-	-	-
PILOT PORTABLE UNITS - AMORTIZATION	-	-	172	207	207	207	207	-	-
PILOT PORTABLE UNITS - MAINTENANCE	-	-	69	100	100	100	100	100	100
EMPLOYEE FUTURE BENEFITS	384	284	264	141	128	129	121	95	91
COMMUNICATION	36	37	40	40	40	40	40	40	40
DISPATCH SERVICES	51	47	48	50	50	50	50	50	50
UTILITIES, SUPPLIES & RENT	165	211	286	170	170	170	170	170	170
TRAINING	77	85	126	64	100	125	125	125	125
TOTAL	$ 16,556	$ 17,649	$ 18,352	$ 17,781	$ 17,894	$ 18,270	$ 18,674	$ 18,756	$ 19,073
OPERATING MARGIN	$ 3,339	$ 1,779	$ 1,972	$ 2,222	$ 2,562	$ 2,237	$ 1,870	$ 1,808	$ 1,504
ADMINISTRATION EXPENSES									
SALARIES	$ 591	$ 672	$ 641	$ 701	$ 736	$ 700	$ 720	$ 734	$ 749
FRINGE BENEFITS	159	168	161	161	161	161	161	161	161
UTILITIES AND RENT	75	101	108	108	90	92	94	96	98
DIRECTOR FEES	60	57	56	56	60	60	60	60	60
DIRECTOR TRAVEL	49	69	52	55	55	55	55	55	55
ADMINISTRATION TRAVEL	57	76	65	70	90	70	90	70	90
COMMUNICATION	15	16	15	15	15	15	15	15	15
EMPLOYEE FUTURE BENEFITS	90	15	33	32	-	-	-	-	-
PROFESSIONAL FEES	98	70	76	140	140	140	140	140	140
TRAINING	5	8	21	4	15	15	15	15	15
AMORTIZATION	49	38	36	27	50	73	73	70	64
BAD DEBT EXPENSE	-	-	-	-	-	-	-	-	-
INTEREST EXPENSE	78	21	45	12	5	2	-	-	-
TOTAL	$ 1,326	$ 1,311	$ 1,309	$ 1,381	$ 1,417	$ 1,383	$ 1,423	$ 1,416	$ 1,446
SURPLUS (DEFICIT) FROM OPERATIONS	$ 2,013	$ 468	$ 663	$ 841	$ 1,145	$ 854	$ 447	$ 392	$ 58
OTHER COMPREHENSIVE INCOME									
Actuarial gain (loss) on employee benefits	-	$ 186	(287)	-	-	-	-	-	-
NET SURPLUS (DEFICIT)	$ 2,013	$ 654	$ 376	$ 841	$ 1,145	$ 854	$ 447	$ 392	$ 58
PILOT NUMBERS	56.5	56.5	56	55	53	53	53	53	53
EFFECTIVE PILOTS	54	56.5	56	55	53	53	53	53	53
TARIFF ADJUSTMENTS	3.0%	3.0%	2.0%	2.5%	2.5%	2.75%	2.75%	2.0%	2.0%
TEMPORARY SURCHARGE	15.0%	12.0%	12.0%	12%	12%	9.25%	6.5%	4.5%	2.5%
RATE OF INFLATION	1.9%	2.8%	1.5%	1.75%	2.0%	2.0%	2.0%	2.0%	2.0%
RATE OF WAGE INCREASE	1.5% to 3%	1.5% to 3%	3.0%	1.5%	2.5%	2.75%	2.75%	2.0%	2.0%
TRAFFIC INCREASE (DECREASE)	36%	6%	0.5%	-4.1%	0%	0%	0%	0%	0%
PILOTAGE ASSIGNMENTS	6,059	6,389	6,358	6,100	6,100	6,100	6,100	6,100	6,100
AVERAGE ASSIGNMENT LENGTH (HOURS)	8.2	8.2	8.2	8.2	8.2	8.2	8.2	8.2	8.2
ASSIGNMENTS PER PILOT	112.2	113.1	113.5	110.9	115.1	115.1	115.1	115.1	115.1
PILOTAGE COST PER SSIGNMENT	$ 2,951	$ 2,968	$ 3,092	$ 3,141	$ 3,166	$ 3,222	$ 3,295	$ 3,307	$ 3,364

STATEMENT OF FINANCIAL POSITION

GREAT LAKES PILOTAGE AUTHORITY

CORPORATE PLAN

(000'S)

	ACTUAL 2012	FORECAST 2013	BUDGET 2014	BUDGET 2015	BUDGET 2016	BUDGET 2017	BUDGET 2018
ASSETS							
CURRENT							
CASH AND CASH EQUIVALENTS	$ 566	$ 285	$ 334	$ 407	$ 665	$ 797	$ 944
INVESTMENTS	2,703	3,800	4,800	5,600	5,900	6,000	5,900
ACCOUNTS RECEIVABLE & PREPAIDS	2,919	2,920	2,995	3,050	3,115	3,175	3,270
	6,188	7,005	8,129	9,057	9,680	9,972	10,014
NON-CURRENT							
PROPERTY AND EQUIPMENT	653	489	326	166	9	-	-
INTANGIBLE ASSETS	273	219	249	254	151	110	68
	926	708	575	420	160	110	68
TOTAL ASSETS	$ 7,114	$ 7,713	$ 8,704	$ 9,477	$ 9,840	$ 10,082	$ 10,082
LIABILITIES							
CURRENT							
BANK INDEBTEDNESS AND BANK OVERDRAFT	$ -	$ -	$ -	$ -	$ -	$ -	$ -
ACCOUNTS PAYABLE AND ACCRUED LIABILITIES	6,022	5,860	6,005	6,170	6,340	6,470	6,595
NON-CURRENT							
EMPLOYEE FUTURE BENEFITS	3,756	3,676	3,377	3,131	2,877	2,597	2,414
TOTAL LIABILITIES	9,778	9,536	9,382	9,301	9,217	9,067	9,009
EQUITY							
ACCUMULATED SURPLUS (DEFICIT)	(2,664)	(1,823)	(678)	176	623	1,015	1,073
TOTAL LIABILITIES AND EQUITY	$ 7,114	$ 7,713	$ 8,704	$ 9,477	$ 9,840	$ 10,082	$ 10,082

STATEMENT OF CHANGES IN EQUITY

GREAT LAKES PILOTAGE AUTHORITY

CORPORATE PLAN

(000'S)

	ACTUAL 2012	FORECAST 2013	BUDGET 2014	BUDGET 2015	BUDGET 2016	BUDGET 2017	BUDGET 2018
BALANCE BEGINNING OF YEAR	$ (3,040)	$ (2,664)	$ (1,823)	$ (678)	$ 176	$ 623	$ 1,015
SURPLUS (DEFICIT) FOR THE YEAR	376	841	1,145	854	447	392	58
BALANCE END OF YEAR	$ (2,664)	$ (1,823)	$ (678)	$ 176	$ 623	$ 1,015	$ 1,073

STATEMENT OF CASH FLOWS

GREAT LAKES PILOTAGE AUTHORITY

CORPORATE PLAN

(000'S)

	ACTUAL 2012	FORECAST 2013	BUDGET 2014	BUDGET 2015	BUDGET 2016	BUDGET 2017	BUDGET 2018
CASH PROVIDED BY (USED IN):							
OPERATING ACTIVITIES							
NET SURPLUS (DEFICIT) FOR THE YEAR	$ 376	$ 841	$ 1,145	$ 854	$ 447	$ 392	$ 58
ITEMS NOT REQUIRING CASH							
EMPLOYEE FUTURE BENEFITS	15	(88)	(298)	(248)	(254)	(288)	(185)
AMORTIZATION	209	233	257	288	288	70	64
UNREALIZED GAINS ON INVESTMENTS							
AMORTIZATION OF DISCOUNT ON INVESTMENTS	-	-	-	-	-	-	-
GAIN ON DISPOSAL OF PROPERTY AND EQUIPMENT	-	-	-	-	-	-	-
NET CHANGE IN NON CASH WORKING CAPITAL	93	(163)	70	110	105	70	30
	$ 693	$ 831	$ 1,174	$ 998	$ 578	$ 252	$ (33)
INVESTING ACTIVITIES							
PURCHASE OF INVESTMENTS	(2,703)	(3,800)	(4,800)	(5,600)	(5,900)	(6,000)	(5,900)
DISPOSAL OF INVESTMENTS	2,369	2,703	3,800	4,800	5,600	5,900	6,000
PROCEEDS FROM DISPOSAL OF PROPERTY AND EQUIPMENT							
ACQUISITION OF CAPITAL ASSETS	(1,029)	(15)	(125)	(125)	(20)	(20)	(20)
	$ (1,363)	$ (1,112)	$ (1,125)	$ (925)	$ (320)	$ (120)	$ 80
INCREASE (DECREASE) IN CASH	(670)	(281)	49	73	258	132	47
CASH, BEGINNING OF YEAR	1,236	566	285	334	407	665	797
CASH, END OF YEAR	$ 566	$ 285	$ 334	$ 407	$ 665	$ 797	$ 844

STATEMENT OF HUMAN RESOURCES

GREAT LAKES PILOTAGE AUTHORITY
CORPORATE PLAN
STATEMENT OF HUMAN RESOURCES AT YEAR END

	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	ACTUAL 2011	ACTUAL 2012	FORECAST 2013	BUDGET 2014	BUDGET 2015	BUDGET 2016	BUDGET 2017	BUDGET 2018
ADMINISTRATION											
CEO	1	1	1	1	1	1	1	1	1	1	1
ADMINISTRATIVE OFFICERS	6	5.5	5.5	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0
ADMINISTRATIVE SUPPORT	3	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5
TOTAL	10	9	9	9.5	9.5	9.5	9.5	9.5	9.5	9.5	9.5
OPERATION											
FULL TIME PILOTS	61	53	53	54	54	53	51	51	51	51	51
CONTRACT PILOTS (.5)	3	7	7	5	4	4	4	4	4	4	4
DISPATCHERS (Full time)	8	8	8	8	8	8	8	8	8	8	8
DISPATCHERS (Part time) (.5)	2	1	1	-	1	2	2	2	2	2	2
	71.5	65	65	64.5	64.5	64	62	62	62	62	62
TOTAL MANPOWER	81.5	74.0	74.0	74.0	74.0	73.5	71.5	71.5	71.5	71.5	71.5

FULL TIME PILOTS AT DECEMBER 31

	2013	2014
CORNWALL DISTRICT	18	17
DISTRICT NO. 1	7	7
LAKE ONTARIO	6	6
DISTRICT NO. 2	19	18
DISTRICT NO. 3	3	3
	53	51

CONTRACT PILOTS (.5) AT DECEMBER 31

CORNWALL DISTRICT	2	2
DISTRICT NO. 1	-	-
LAKE ONTARIO	-	-
DISTRICT NO. 2	2	2
DISTRICT NO. 3	-	-
CHURCHILL	-	-
	4	4
TOTAL PILOTS	55	53

CAPITAL BUDGET

GREAT LAKES PILOTAGE AUTHORITY

CORPORATE PLAN

(000'S)

	ACTUAL 2012	FORECAST 2013	BUDGET 2014	BUDGET 2015	BUDGET 2016	BUDGET 2017	BUDGET 2018
PROPERTY AND EQUIPMENT	$ 710	$ -	$ -	$ -	$ -	$ -	$ -
INTANGIBLE ASSETS	320	15	126	126	20	20	20
	$ 1,030	$ 15	$ 126	$ 126	$ 20	$ 20	$ 20

In 2013, the Authority spent $15,000 on software upgrades to its dispatch/billing/accounts receivable computer system. In 2014 and 2015, the Authority plans to spend $125,000 each year on the migration from its present dispatch/billing/accounts receivable computer system to a web based system. The present system is seven years old and maintenance of the system has become an issue because it is operating on outdated software. During the planning period, the Authority plans to spend a total of $20,000 per year on upgrades to the database used for training of Authority pilots at the pilot simulator in Quebec City/Owen Sound and/or office hardware and software.